



National Human Genome
Research Institute

BACKGROUND AND OBJECTIVE:

The National Human Genome Research Institute (NHGRI) is committed to maintaining a work environment that is courteous, respectful, and free from harassing behaviors for its employees, contractors, volunteers, interns, patients, and visitors. NHGRI has a no-tolerance policy in regard to harassment, and this extends to work environments in all settings, including NHGRI-funded locations and in the virtual work environment. Inappropriate workplace behavior and unlawful harassment are inconsistent with the Institute's fundamental values. Harassment damages the careers of those who have encountered it and can leave scars and psychological effects that reverberate for a lifetime. To foster and support a work environment free of harassment, NHGRI is bolstering its policies, guidelines, requirements, and communications to make our expectations clear to NHGRI's workforce. In support of the NIH Anti-Harassment efforts managed by the NIH Civil Program, NHGRI proposes the following activities to reinforce anti-harassment and civility across the institute.

SPOKESPEOPLE:

Members of the Director's Working Group (Senior Leadership)

- **Dr. Eric Green**, Director
- **Dr. Charles Rotimi**, Scientific Director
- **Dr. Paul Liu**, Deputy Scientific Director
- **Dr. Teri Manolio**, Director, Division of Genomic Medicine
- **Dr. Larry Brody**, Director, Division of Genomics and Society
- **Dr. Vence Bonham**, Acting Deputy Director
- **Dr. Bettie Graham**, Director, Division of Extramural Operations
- **Dr. Carolyn Hutter**, Director, Division of Genome Sciences
- **Dr. Benjamin Solomon**, Clinical Director
- **Mrs. Ellen Rolfes**, Executive Officer
- **Dr. Chris Gunter**, Senior Advisor to the NHGRI Director on Genomics Engagement
- **Ms. Sarah Bates**, Chief, Office of Communications

Additional Spokespeople:

- **Mrs. Emily Neveux**, Deputy Executive Officer
- **Mr. Paul Cheung**, Management Analyst
- **Dr. Faith Harrow**, Intramural Training Program Coordinator
- **Dr. Bill Pavan**, Chief, Genetics Diseases Research Branch; Senior Investigator
- **Dr. Daphne Bell**, Head, Reproductive Cancer Genetics Section; Senior Investigator

- **Dr. Julie Segre**, Chief, Translational and Functional Genomics Branch; Senior Investigator
- **Dr. Ted Han**, Postdoctoral Fellow
- **Dr. Shameka Thomas**, Special Volunteer

TARGET AUDIENCE:

All NHGRI employees and supervisors, contractors, trainees/fellows, volunteers, interns, patients and visitors.

KEY MESSAGES:

NHGRI and the NIH are committed to creating and maintaining a work environment that is free of harassment and other inappropriate conduct. It will require participation by everyone in our community to ensure that harassment doesn't work here.

In support of the NIH's Anti-Harassment program, NHGRI will provide NHGRI staff with resources and training opportunities to raise awareness of NIH anti-harassment policies, procedures, requirements, and tools that can be used in the workplace to prevent harassment.

PRODUCTS/DELIVERABLES:

Executive Leadership Role: NHGRI's Executive Leadership will take the initiative to demonstrate and actively support high standards of integrity within the NHGRI work environments; proactively communicate NIH/NHGRI anti-harassment policies and the rights and responsibilities of NHGRI staff; actively report and address any instances of harassment in partnership with Civil; ensure that the workplace is free of harassment; and hold staff accountable if harassment occurs.

Targeted Assessment: Based on the NIH Climate Survey results, it is clear that NHGRI staff are not reporting instances of harassment for a variety of reasons, including feelings that the actions were not severe enough, that nothing will be done to address it, or because of fear of retaliation.

However, the survey results do not provide enough information to determine why staff feel this way or whether new resources will prove effective to provide a safe environment to report such instances.

Communication Plan:

NHGRI Internal Web Presence: NHGRI established and maintains an Anti-Harassment and Civility web page that includes a comprehensive and centralized page to house key documents including:

- NHGRI Director Statement on harassment
- Current resources, including NIH Anti-Harassment Toolkits to address harassment
- Links and contact information for Civil; Office of Equity, Diversity and Inclusion; NIH Office of the Ombudsman; and the Employee Assistance Program
- NHGRI Survey Results (for increased transparency)
- NHGRI Anti-Harassment and Civility Outreach Plan that includes the names of NHGRI spokespeople, annual goals, and the status of those goals
- Presentations that are provided throughout the year so that individuals can refer to them

NHGRI External Communications: NHGRI will publicly demonstrate its commitment to a workplace free of harassment by doing the following:

- Create and maintain an external Genome.gov webpage that includes the NHGRI Director's Statement, relevant resource links, and current information on the NHGRI Anti-Harassment and Civility Plan
- Publish periodic awareness, educational and informative posts on the NHGRI social media outlets
- Share NHGRI anti-harassment and civility activities and commitment to workplace free of harassment through the NHGRI Genomics Landscape (the Director's monthly newsletter that is widely distributed)

Print Materials and Toolkits: NHGRI widely promoted anti-harassment in a number of ways. Anti-harassment Posters were placed in hallways in all NHGRI buildings including 10, 12A, 31, 35, 49, 50, 5625 Fishers Lane, and 6700 Rockledge Drive. In addition, posters were placed in bathroom stalls in NHGRI areas because the bathroom is often a place of retreat following a harassment event. Other resource posters are displayed in NHGRI spaces across campus and on plasma screens in NHGRI suites/lobbies. Anti-harassment notifications are also now prominently displayed via digital signage in all NHGRI buildings/hallways.

All-Hands Town Halls: NHGRI continues to hold regular All-Hands Town Hall sessions to discuss the NHGRI specific Anti-Harassment activities, answer questions related to policy and resources, and raise awareness of IC-specific efforts relating to Anti-Harassment. NHGRI will continue to use this forum to share information with the staff.

Newsletters and Email Communications: NHGRI provides regular communication and education regarding NHGRI's anti-harassment and civility efforts and training requirements and opportunities through the NHGRI Executive Officer's weekly newsletter (TuesNews@2). The

NHGRI Intramural Training Office includes anti-harassment awareness, reminders and resources that target NHGRI trainees.

Implicit Bias Training and Education: NHGRI incorporated implicit bias training immediately before search committees gather to assess and consider candidates for senior level positions (e.g., Tenure-track, Tenured positions) and has developed a resource to all hiring managers and search committees to use moving forward.

Training Courses:

Mandatory Training: In addition to the above activities, NHGRI also actively promotes training requirements and opportunities. NHGRI ensures 100% compliance with all mandatory training by tracking it closely and cutting off accounts if the training is not taken. Mandatory training for 2023 includes:

- Employees must complete the NIH POSH/No Fear training.
- NHGRI will offer bystander training through the NIH Training Center, with plans to provide practical training that uses real-life case studies in 2023.
- Trainees will be required to participate in the Office of Intramural Training and Education (OITE) training.

Other Training: NHGRI leadership will incorporate regular reminders in regular staff meetings to continue to emphasize the importance of civility and respect in the workplace. The Intramural Training Office will incorporate wellness activities for its trainees during trainee events, including the annual Training Retreat.

New Hire Onboarding: NHGRI has established an Onboarding web presence for all new staff at: <https://inside.genome.gov/20010822>, as well as through a virtual onboarding presentation.

PMAP Language: Mandatory Language was added to all FTE performance plans as follows:

All Employees: Demonstrate compliance with the updated Manual Chapter 1311: Preventing and Addressing Harassment and Inappropriate Conduct (<https://policymanual.nih.gov/1311>) by 1) consistently communicating in a manner that promotes and facilitates a safe and civil organizational culture; 2) promptly reporting if you have experienced harassment or related conduct, to appropriate authorities as outlined in the policy; and 3) cooperating fully in administrative inquiries of allegations of harassment and inappropriate conduct.

Supervisors: Demonstrate compliance with the updated Manual Chapter 1311: Preventing and Addressing Harassment and Inappropriate Conduct (<https://policymanual.nih.gov/1311>) by 1) consistently communicating in a manner that promotes and facilitates a safe and civil organizational culture; 2) promptly reporting if you have experienced harassment or related conduct, to appropriate authorities as outlined in the policy; and 3) cooperating fully in administrative inquiries of allegations of harassment and inappropriate conduct.

Staff Meetings: NHGRI aims to incorporate civility and professionalism throughout the organization. Throughout the year, NHGRI leadership will promote the anti-harassment activities, resources, and trainings during regular staff meetings. In addition, NHGRI holds an annual All-Hands Symposium that provides opportunities to share NHGRI's anti-harassment activities as well as Town Halls specifically targeting anti-harassment activities.

Anti-Harassment Liaison/Workgroup/Committee/Task Force: NHGRI established a working group of representatives across the NHGRI to address and champion anti-harassment efforts across the IC. This workgroup meets every 6 months to assist in the development, dissemination and socialization of various anti-harassment initiatives and policies within NHGRI; participate in NHGRI anti-harassment events; and serve as a Champion for identifying, disseminating, and promoting anti-harassment resources and information throughout the NHGRI.

Trans-NIH Collaboration: NHGRI is a highly collaborative organization, and we frequently partner with other ICs and offices to benchmark with others, share best practices, and develop programs. Specifically, we:

- Collaborate with Civil to develop and or provide relevant training on anti-harassment to help address survey concerns that staff are not reporting incidences of harassment.
- Stay actively involved in the trainee (vulnerable population) anti-harassment training with OITE.
- Partner with EDI, Civil, Ombudsman, and EAP, and include them in the NHGRI Town Hall and faculty trainings to serve as experts and resources.
- NHGRI Executive Officer attends Community of Practice meetings with 5 other Executive Officers biweekly to share best practices and inform collaborative strategy development on a broad range of management initiatives, including anti-harassment efforts.

Consistent Disciplinary Approach: NHGRI partners with Civil, EDI, and EAP as appropriate to consistently address harassment and incivility matters with proper remediation.

ROLLOUT SCHEDULE:

Please include previously implemented and planned activities.

Month(s) and Year	Item	ICO Partners	Status*
Calendar Year 2023	Require implicit bias training for all staff.		In progress
Calendar Year 2023	Ensure 100% of staff completed the mandatory Anti-Harassment Training (No FEAR/POSH), including new staff.		In progress
Calendar Year 2023	Ensure all staff have mandatory language in their performance plans regarding compliance with the updated Manual Chapter 1311: Preventing and Addressing Harassment and Inappropriate Conduct		In progress
Calendar Year 2023	Partner with the Office of Intramural Training and Education to ensure all NHGRI Trainees attend training.		Recurring
January – February 2023	Campaign the NIH Civility and Equity Survey (CES) to all staff members to gain feedback regarding workplace harassment and civility issues		In progress
April 2022 – May 2022	Review results and feedback from the NIH CES to determine next actionable steps		Spring 2023
Calendar Year 2023	Partner with senior leadership on the correct use of name pronunciations and promote use of pronouns (e.g. creating template documents, pronouns in signature block, etc.)		In progress

CALENDAR YEAR 2023 NHGRI ANTI-HARASSMENT AND CIVILITY PLAN

Calendar Year 2023	REEP will be providing future training sessions and focus groups		In progress
Calendar Year 2023	Share feedback on logistics (e.g. timing, overall process) and statistics on NHGRI cases in general terms, with examples of how issues were resolved.	NIH Civil Program	In progress
Calendar Year 2023	ITO will connect with the training community on additional trainings and resources that need to be made available (e.g. focus groups, trainings).	ITO	In progress
Calendar Year 2023	Executive Officer (who also serves as the Personal Relationships Policy Point of Contact) will continue to raise awareness of policy and track disclosures.		Recurring